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KHYBER PAKHTUNKHWA GOVERNANCE PROJECT

Six-Month Workplan October 2017 – March 2018

CONTRACT NO. AID-391-C-15-00006

September 2017

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

Program Name: Khyber Pakhtunkhwa Governance Project
Contract No.: AID-391-C-15-00006
Office: USAID | Pakistan
Date: September 18, 2017
Author: DAI

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AIRS	Automated Information and Reporting System
CSO	Civil Society Organization
CNIC	Computerized National Identity Card
DAI	Development Alternatives Inc.
DDGS	Direct Distribution of Goods and Services
DPMS	Development Project Management System
FATA	Federally Administered Tribal Area
GUC	Grant Under Contract
HCC	Health Care Commission
IT	Information Technology
KP	Khyber Pakhtunkhwa
KPG	Khyber Pakhtunkhwa Governance
KPRA	Khyber Pakhtunkhwa Revenue Authority
LCA	Local Councils Association
LGE&RD	Local Government, Elections and Rural Development
M&E	Monitoring and Evaluation
NGO	Non-government Organization
PCDG	Peshawar City District Government Water and Sanitation Services Company
PCSW	Provincial Commission on the Status of Women
PHA	Provincial Housing Authority
RFP	Request for Proposal
RTI	Right to Information
RTS	Right to Services
RTSC	Right to Services Commission
S-APS	Semi Annual Program Statement
STTA	Short Term Technical Assistance
TCKP	Tourism Corporation of Khyber Pakhtunkhwa
USAID	United States Agency for International Development
WPC	Women Parliamentary Caucus
WSSCK	Water and Sanitation Services Company Kohat
WSSCM	Water and Sanitation Services Company Mardan
WSSP	Water and Sanitation Services Peshawar
ZMIS	Zakat Management Information System

EXECUTIVE SUMMARY

DAI Global, LLC (DAI) was awarded the four-year, \$22.6 million Khyber Pakhtunkhwa Governance (KPG) Project by USAID on March 2, 2015. Since then, the project has aimed to strengthen the ability of local state institutions to deliver essential services in conflict-afflicted areas of the Khyber Pakhtunkhwa (KP) Province in Pakistan. It does so through responsive activities that reinforce stability, counter extremism, promote democratic advances, strengthen the ability of the provincial government to be responsive to citizen needs, and create opportunities for gender equality and women's empowerment.

The Project goal is to increase stability in focus areas of the KP Province through increasing resilience among targeted communities vulnerable to violent extremism. This will be achieved by strengthening service delivery by public sector institutions, and strengthening transparency and accountability of public service providers.

Project activities are closely aligned to the KP Government's seven objectives outlined in its Strategic Development Partnership Framework and further reinforced in the Integrated Development Strategy. These include: Economic Growth and Job Creation, Peacebuilding, Pro-poor Services, Transparency and Accountability, Enhanced Fiscal Space, and Gender Equity. Over the life of the program, DAI will deliver KPG results by developing complementary packages of assistance that reinforce both the supply and demand side of governance through grants, procurement, short-term technical assistance, and capacity building through training.

During the last six month workplan period (April – September 2017), work continued on 8 grants carried forward from the previous period whereas activities started on 22 new grants approved during this period. Of these, 10 grants were completed. In addition, work continued on 17 proposals for which concepts were approved by USAID. Full details of these activities can be found in the chapters that follow.

For the current six month workplan (October 2017 – March 2018), KPG will target those activities that have generated interest and/or enjoyed widespread success in a particular sector or target district. These activities will be replicated in the remaining target districts to create a much wider impact of project interventions. By the same token, KPG will devote more resources to support local governments in the target districts so that supply side governance is enhanced. Similarly, more support will be provided to the CSOs to enhance their capacity and strengthen their role vis-à-vis the local governments. By connecting local governments with CSOs, the relationship between these actors will be strengthened, enabling both parties to connect with and advocate for common good.

Regular planning exercises, rolling assessments and a more robust and iterative monitoring and evaluation function will ensure that program development remains nimble and relevant to the quickly changing dynamics in the province. KPG management and staff will convene grantee roundtables and encourage various alliances to develop initiatives that better resonate with all parts of KP society. Media will become a more active partner during the next six months ensuring that successful activities and initiatives are amplified across the target districts and beyond.

The aforementioned shift in and escalation of this strategic approach is important for many reasons. KPG supports greater government ownership of the program's work to ensure sustainability as the program enters its final two years. In addition, while government has received the lion's share of

KPG attention and resources, the program wants to raise civil society’s capacity to advocate for community priorities. Such an approach can redress the power imbalance between government and its citizens. As KPG interventions advance government reform agendas, people’s perceptions of and behaviors towards their government will change. Details of various activities planned during the next six months are provided in the chapters that follow.

I. INTRODUCTION AND WORK PLAN OVERVIEW

Background: DAI was awarded the four-year, \$22.6 million Khyber Pakhtunkhwa Governance Project on March 2, 2015, and the following represents the project’s sixth six-month work plan. KPG is designed as a quick and responsive mechanism for supporting transitional activities that reinforce stability, counter extremism, promote democratic advances, strengthen the ability of the provincial government to be responsive to citizen needs, and create opportunities for gender equality and women’s empowerment. The KPG project activities are tied to the KP Government’s seven objectives outlined in its Strategic Development Partnership Framework (SDPF) and the further reinforced in the Integrated Development Strategy (IDS) as follows:

Objective 1: Economic growth and job creation by promoting and facilitating partnership between the public and private sector through more efficient government processes and procedures.

Objective 2: Peace building and rule of law through reforms in security and the justice system.

Objective 3: Tangible progress in pro-poor sectors, especially health and education.

Objective 4: Improved participation and bringing the state closer to the citizen.

Objective 5: Improved transparency and accountability.

Objective 6: Enhanced fiscal space for economic and social development.

Objective 7: Gender equity.

DAI will deliver KPG results by developing complementary packages of assistance that reinforce both the supply and demand side of governance, through four main instruments:

1. Grants Under Contract (GUC). The KPG grants program will consist of:

In-Kind Grants to procure goods and services to promote the work of targeted government offices, civil society and private sector organizations.

Semi-Annual Program Statement (S-APS)—to solicit applications for grants, which will include fixed obligation or simplified cash grants. S-APS will mainly focus on demand-side accountability and citizen education and align with themes agreed upon during the six-month work-planning process. Implementing an S-APS will broaden competition for KPG funding and add additional transparency to the KPG program development process.

2. Programmatic Short-Term Technical Assistance (STTA). As activity packages are developed, our program development team will identify opportunities for local and international STTA to provide targeted assistance and/or capacity-building advice and expertise to the GoKP or civil society counterparts.

3. Direct Distribution of Goods and Services (DDGS). Although DDGS will be limited under KPG, the project team will utilize this mechanism for direct procurement and/or activity implementation when a suitable grantee cannot be identified. This could include direct procurement

to respond quickly to an emergency situation or to procure the services of a firm to conduct perception surveys on behalf of the KPG program.

4. Training. DAI will engage qualified local organizations to provide training services for specific groups or organizations should needs arise. KPG also maintains the capability to provide training itself, mobilizing trainers from its networks of consultants and drawing upon existing training curricula. This will however not include training that DAI may require for its own operational or administrative purposes.

II. OVERVIEW OF PREVIOUS WORKPLAN PERIOD ACTIVITIES

1.1 NUMBER OF LAWS OR AMENDMENTS PROMOTING DECENTRALIZATION STRENGTHENED

No activities were carried forward or initiated during the previous workplan period.

1.2 A NUMBER OF PROCESSES IMPROVED (POLICIES, SYSTEMS)

The following grants were completed during the previous workplan period:

Enhancement of Development Program Management System (G-Pes-004): A grant of \$95,962 was provided to the Planning and Development Department to help upgrade its Development Program Management System. After successful upgrade and testing, the system was also replicated in three provincial line departments and four district governments on a pilot basis. The grant has helped improve the overall monitoring and evaluation of the provincial annual development program utilization and enhanced the capacity of line departments and district governments to better manage their annual development funds. Grant activities were completed in May 2017.

Information and Public Relations Department (G-Pes-006): A grant of \$270,519 was provided to the Information and Public Relations Department to help upgrade its Automated Information and Reporting System which will enable the Department to monitor print, electronic and social media around the clock and promptly shares the latest updates and reports about provincial government performance with key decision makers. In addition, the system will collect public grievances and opinions and report these to the concerned authorities for appropriate action. Grant activities were completed in August 2017.

Provincial Disaster Management Authority (G-Pes-007): A grant of \$62,638 was provided to the Provincial Disaster Management Authority to carry out a comprehensive assessment of District Disaster Management Units to identify areas for improvement in preparedness, response and rescue operations. Technical assistance was also provided to develop a roadmap for operationalization of the Civilian Victims Support Fund. Grant activities were completed in June 2017.

Excise, Taxation and Narcotics Control Department (G-Pes-010): A grant of \$273,531 was provided to the Excise, Taxation and Narcotics Control Department to upgrade the tax administration system by providing latest hardware and software, office furniture, equipment and power backup, an automated human resource management system, and training and capacity building of staff. Grant activities were completed in September 2017.

In addition, work on the following grant continued during the previous workplan period:

Good Governance through Gender Mainstreaming (G-Pes-011): A grant of \$119,117 was provided to Pak Women, a local non-government organization to strengthen the Khyber Pakhtunkhwa Women Parliamentary Caucus (WPC) and the Provincial Commission on the Status

of Women (PCSW) to play a more strategic role for gender mainstreaming in the province and build a sustained response mechanism to women issues and cases in order to promote women empowerment and gender equality in the province. The activities completed so far during the past workplan period include: development of rules of business for the WPC, gender analysis of provincial budget and annual development program, research on women issues for legislation and drafting necessary bills for provincial assembly, and establishing a helpline i.e. Zama Aawaz to respond to women issues and concerns. The helpline continued to receive calls for assistance mostly of legal aid. Additionally a one day workshop on the KP PCSW Act 2016 for the PCSW was held, two talk shows were aired on a local TV Channel and six Gender Sensitization Sessions were held in Peshawar. A report on the Gender Analysis of the Annual Development Plan and Annual Development Budget of three departments of Khyber Pakhtunkhwa Home, Agriculture and Social Welfare department was launched.

Activities were initiated on the following grants which were approved during the previous workplan period:

Provision of Public Services through Public Private Partnership (G-Pes-027): An in-kind grant of \$59,820 was provided to the Peshawar City District Government to help conduct a survey of free land and lots owned by the City Government and propose potential use and development through a public private partnership model most suited for that particular facility. By developing various sites as public facilities through public private partnership, the City Government will be able to provide better public facilities to its citizens. The survey has been completed and discussions are underway on potential public private partnership.

Strengthening Water and Sanitation Services Company Kohat (G-Pes-030): An in-kind grant of \$ 162,590 was provided to the Water and Sanitation Services Company Kohat to procure basic office equipment and furniture. This will be followed by another grant to customize and adopt policy manuals along with management systems of the WSSP, provide orientation and training on the policies and management systems to its staff, and help with communication and improvement of services. The procurement of office furniture and equipment is in progress.

Strengthening Rescue 1122 Services (G-Pes-031): An in-kind grant of \$348,139 was provided to Rescue 1122 to provide basic but extremely useful tools and equipment to effectively deal with a number of emergencies like smoke during fires, water borne search and rescue equipment during floods and lifesaving equipment after road accidents. This will further strengthen Rescue 1122 operational capability and its responsiveness and thus improving trust by general public.

Strengthening Right to Services Commission (G-Pes-032): An in-kind grant of \$24,847 was provided to the Right to Services Commission to upgrade and maintain the performance management system for at least one year so that the Commission can gain sufficient knowledge and capacity to maintain it in future.

Strengthening Water and Sanitation Services Peshawar (G-Pes-033): An in-kind grant of \$49,808 was provided to the Water and Sanitation Services Peshawar to further enhance operational efficiency of WSSP, increase its interaction with the consumers and improve technical capacity of the staff. The support will consist of review and updating of existing policy manuals, development of new manuals in health, safety and environment, development of standard operating procedures, automation of financial and human resource management, and development of an effective communication strategy and communication instruments to raise public awareness about WSSP

services, reach out to its beneficiaries for feedback and provide them easy access through real time information and grievance redressal.

Strengthening Provincial Housing Authority (G-Pes-034): An in-kind grant of \$15,402 was provided to the Provincial Housing Authority to help the Authority formulate MOUs/agreements between the government and various commercial banks to finance low-cost housing, draft proposal for invitation to the private sector to develop housing schemes through public private partnership, and develop/improve website of the Authority through information technology based solution for web-based tendering, application system, SMS and other communication services in order to facilitate end users and provide up to date information.

Strengthening Planning and Development Department (G-Pes-035): An in-kind grant of \$84,564 was provided to the Planning and Development Department to help the Department with economic analysis, infrastructure planning, investment and trade and public private partnership as some mega projects are implemented across the province under the Pak China Economic Corridor. It is anticipated that these mega projects, once completed, will contribute significantly to the economic and social development of the province and its citizens by providing numerous opportunities for trade, commerce and employment.

Strengthening Khyber Pakhtunkhwa Revenue Authority: KPG is providing technical assistance in the form of six short term consultants to the Revenue Authority to undertake comprehensive reforms and organizational restructuring in order to enhance its internal capacity with respect to tax policy, strategy and implementation. The technical assistance includes institutional development, framing/revising rules of business, developing/improving taxation policies, human resource development and strengthening accounting and financial management. With these reforms, the Authority will be able to significantly improve its operational efficiency, broaden the tax net and contribute substantially to the provincial revenues which can then be used to improve and expand basic services delivery in the province.

1.2 B NUMBER OF PEOPLE TRAINED ON NEW SYSTEMS AND PROCEDURES

During the previous workplan period, training was conducted under the following grants:

Information and Public Relations Department (G-Pes-006): 6 staff members of the Department were trained on the upgraded Automated Information and Reporting System

Excise, Taxation and Narcotics Control Department (G-Pes-010): 24 staff members of the Department were trained on the upgraded tax administration system.

Good Governance through Gender Mainstreaming (G-Pes-011): 111 members and staff of the Women Parliamentary Caucus and Provincial Commission on the Status of Women were trained to play a more strategic role for gender mainstreaming in the province.

1.3 NUMBER OF FACILITIES RENOVATED/CONSTRUCTED WITH USG ASSISTANCE THAT SUPPORT THE PROVISION OF ESSENTIAL SERVICES

No activities were carried forward or initiated during the previous workplan period.

1.4 A NUMBER OF GOVERNMENT OFFICIALS AND STAFF RECEIVING TRAINING WITH USG ASSISTANCE

Activities were completed on the following grant which was approved during the previous workplan period:

Training Workshop on Development Program Management System (G-Pes-025): A follow-up grant \$21,843 was provided to the Planning and Development Department to conduct a one-day orientation/training workshop for representatives of all the line departments and district and town/tehsil governments of the province to rollout the upgraded Development Program Management System. This will help line departments and local governments to start using the system and improve monitoring of their development programs. 120 participants, including members of the provincial assembly, attended the workshop. Grant activities were completed in July 2017.

1.4 B NUMBER OF ELECTED REPRESENTATIVES RECEIVING TRAINING WITH USG ASSISTANCE

Activities were initiated on the following grant which was approved during the previous workplan period:

Training of Local Government Representative in Bannu (G-Pes-023):

Initially an in-kind grant of \$132,685 was provided to the Kohat District Government to train both elected and non-elected officials of district, tehsil, village and neighborhood councils. However due to a reassignment by the Department of Local Government, the training of local government representatives in Kohat District was assigned to the GiZ Local Government Project. As an alternative, KPG was requested to carry out the same training in Bannu District. The training will cover their respective roles, responsibilities, authorities and limitations as per the Local Government Act, rules of business of various councils, planning and development guidelines and budget rules.

Training of District Nazims in Strategic Planning (G-Pes-037): A grant of \$24,873 was cleared to award to the Local Government, Elections and Rural Development Department to train all district nazims of KP Province in strategic planning. Capacity building of district nazims in long-term strategic planning will help them develop long-term development vision for their respective districts thus resulting in better and sustained service delivery to the public.

2.1 A NUMBER OF CSO's RECEIVING USG ASSISTANCE ENGAGED IN ADVOCACY INTERVENTIONS

The following grant was completed during the previous workplan period:

Citizens State Engagement through Theatre and Radio (G-Pes-020): A grant of \$22,347 was provided to the Human Empowerment and Liberty Program, a local NGO to hold duty bearers and authorities accountable by using theatre and radio program. Jirga and community meetings. This provided a platform for both parties to hold further discussion and create a more sustained relationship, increase transparency, promote good governance and empower community to demand their rights. Grant activities were completed in September 2017.

In addition, work on the following grants continued during the previous workplan period:

Bridging Gap between Citizens and State (G-Pes-008): A grant of \$97,657 was provided to Khwendo Kor, a local NGO, to strengthen the capacity of citizens of Peshawar to engage with the local government to improve their service delivery and accountability and to identify issues and needs for future consideration. It will also help the local government in identifying citizens' needs and priorities and help them in better planning and resource allocation.

Transforming Inclusive Local Government (G-Pes-012): A grant of \$85,945 was provided to Integrated Regional Support Program, a local NGO to bring together all key stakeholders to play a proactive role in the planning and implementation of the district annual development program and budget. This will strengthen interaction between government officials, elected representatives and communities and understanding of each other's expectations and limitations therefore making the whole process inclusive and accountable. In addition, this will provide an opportunity to the citizens to monitor their area development in a more effective and efficient way.

Activities were initiated on the following grants which were approved during the previous workplan period:

Establishing Good Governance Index for Peshawar City District Government (G-Pes-013): A grant of \$131,697 was provided to Schunaizia Relief and Development Organization, a local NGO to develop a Local Government Good Governance Index to rate the performance of Peshawar City District Government based on public opinion. This information will be shared with both the local government and its constituents in order to improve overall transparency and accountability and thus service delivery of the local government.

Strengthening Local Councils Association of KP (G-Pes-021): A grant of \$107,638 was provided to the Local Councils Association of Khyber Pakhtunkhwa to conduct elections of district committees, board of governors and its various working committees, train the board and committees' members, develop a strategic plan, procure temporary office space and human resource, and obtain membership of international networks for lobbying and capacity building. This is done in close collaboration and coordination with the GiZ funded Local Governance Program and the EU funded Strengthening Local Government Associations for future support and sustainability.

Strengthening Social Cohesion and Peace through Sports and Extra Curricular Activities (G-Pes-022): A grant of \$55,433 was provided to the Peace and Development Organization, a local NGO to engage college level male and female youth in sports and recreational activities and set the stage for youth and elected representatives to start actively engaging with each other on matters of mutual interest and sensitization on the concept and importance of good governance. It will also provide an opportunity to other community members/parents in general to participate and to interact with youth and elected representatives thus promoting peace, cohesion and integration of young among communities.

Strengthening Citizen State Engagement for Peace (G-Pes-024): A grant of \$38,220 was provided to the Center for Excellence & Rural Development, a local NGO to promote peace through sports and recreational activities keeping in mind the cultural and traditional parameters that are enthusiastically welcomed by the local communities.

Promoting Peace through Sports Events (G-Pes-026): A grant of \$38,734 was provided to the Health Education Development Society, a local NGO, to engage youth in sports and recreational activities to harness their potential through active engagement in physical activities thus solidifying their relationship with peers and co-workers and strengthening their social skills in organizing events and engaging with their teachers, parents, community members and duty bearers. The activity will provide vent to their physical and mental energies, harness their skills and potentials, and make them better citizens.

Facilitation of Families Headed by Women in Obtaining CNICs (G-Pes-029): A grant of \$20,762 was provided to the Centre for Excellence and Rural Development, a local NGO to facilitate and assist families headed by women or without adult male member in the household to acquire computerized national identity cards in an efficient and timely manner. This will ensure their access to various services and benefits offered by the public and private sectors as well as their security and mobility thereby increasing their access and empowerment.

2.1 B NUMBER OF USG-ASSISTED CAMPAIGNS AND PROGRAMS TO ENHANCE PUBLIC UNDERSTANDING ON GOVERNMENT POLICIES AND SERVICE DELIVERY MECHANISMS

The following grant was completed during the previous workplan period:

Awareness Campaign on Insaf Sehat Sahulat Card (G-Pes-016): A grant of \$22,514 was provided to the Asia Humanitarian Organization, a local NGO to raise public awareness and improve utilization of the Insaf Sehat Sahulat Card by increasing public understanding on the details of what, how and where to avail the health facilities provided through these cards. Grant activities were completed in August 2017.

Activities were initiated on the following grants which were approved during the previous workplan period:

Eliminating Sexual Harassment through Empowering Transgender (G-Pes-018): A grant of \$21,298 was provided to Da Hawwa Lur, a local NGO to provide orientation to the transgender community of Peshawar on Right to Public Services Act, Right to Information Act and Promotion, Protection and Enforcement of Human Rights Act to improve their space in political, social and economic activities and ensure their safety against sexual harassment. During the upcoming period, this will be followed by support in claiming their rights, skill development for better employment and to create opportunities and safe space for dialogue and interaction with communities at large.

2.2 A NUMBER OF FORMAL ACTIONS FILED BY CSOS AND BUSINESS ASSOCIATIONS AND INDIVIDUALS REGARDING GRIEVANCES WITH THE RIGHT TO INFORMATION COMMISSION

No activities were carried forward or initiated during the previous workplan period.

2.2 B NUMBER OF FORMAL ACTIONS FILED BY CSOS, BUSINESS ASSOCIATIONS AND INDIVIDUALS REGARDING SERVICE DELIVERY GRIEVANCES WITH THE RIGHT TO PUBLIC SERVICES COMMISSION

No activities were carried forward or initiated during the previous workplan period.

ACTIVITIES CONTRIBUTING TO PROJECT PURPOSE: INCREASED RESILIENCE IN TARGETED COMMUNITIES VULNERABLE TO VIOLENT EXTREMISM

The following grants were completed during the previous workplan period:

Annual T20 Cricket Tournament (G-Pes-015: A grant of \$16,605 was provided to the Da LasGul, a local NGO, to organize quarter final, semi-final and final matches of a district wide cricket tournament that has become very popular with communities especially the youth in Swabi District. Grant activities were completed in April 2017.

Revival of Peshawar Walled City Historical and Cultural Heritage (G-Pes-019: An in-kind grant of \$24,824 was provided to Peshawar City District Government to hold a one-day event at the historical site of Gorkhatri consisting of a documentary on the walled city of Peshawar, guided tour of Gorkhatri historic site, musical gala of local artists and musicians, food stalls of local traditional cuisine, traditional artisans at work and their products, ethnic dresses, jewelry and home décor, and kids' corner. By holding the event, the City Government demonstrated its commitment to provide safe environment for public gatherings and providing an opportunity to a large number of citizens to come out and interact with each other. Grant activities were completed in May 2017.

III. ACTIVITIES PLANNED DURING THE NEXT WORKPLAN PERIOD (OCTOBER 2017 – MARCH 2018)

KPG continues to hold regular internal planning exercises, conduct rolling assessments and has now established a more robust and iterative monitoring and evaluation function through hiring two additional M&E staff that will ensure that program development remains nimble and relevant to the quickly changing dynamics in the province. While in the past, heavy emphasis was placed on strengthening the institutional capacity of the provincial government departments and institutions to improve service delivery, the local governments established in 2015 have now developed sufficiently to become the key players in delivering basic public services. As such, KPG will shift its focus to the local governments in the target districts though continuing with limited but critical support to the provincial government. More resources will be made available to developing local governments' capabilities so that supply side governance at the community level is enhanced. Similarly, more attention and support will be given to the civil society organizations and communities especially women and youth to enhance their capacity and reduce their power distance with the government. This will connect local governments with communities at a comparable level and will strengthen the bridge between these actors thus enabling both parties to connect with each other and advocate for common good.

Learning from its experience on the ground, KPG will further support those activities that have generated interest and/or enjoyed widespread success in a particular sector or a target district. These activities will be replicated in the remaining target districts to create a much wider impact of project interventions. KPG management and staff will continue to convene grantee roundtables and encourage various alliances to develop initiatives that better resonate with all parts of KP society. Media will become a more active partner during the next six months ensuring that successful activities and initiatives are amplified across the target districts and beyond.

While continuing with activities that have been carried forward from the previous workplan period (described in the previous section), KPG plans to propose the following activities over the next six months.

1.1 NUMBER OF LAWS OR AMENDMENTS PROMOTING DECENTRALIZATION STRENGTHENED

Policy Formulation for Home Based Workers (P-Pes-047): Compared to men, women have fewer educational and economic opportunities to exploit and support themselves and their families. The uneducated and those with lower level of education rely more on informal sector of economy and it is estimated that 75% of those in the informal sector are women working as home based workers. Even though women work with same efforts and for same hours and contribute equally for their survival, they are often denied their due rights either by their employers or by the government. The lack of conducive policies and their unacknowledged status paves the way for their social, political and economic exploitation. They are considered helpless in the absence of their rights and security.

Before the passage of 18th amendment, a national level policy was formulated and presented to the national assembly. With the passage of 18th amendment in Pakistan, all the decisions/matters related to labor were given to the provinces and now they are responsible to work over their own provincial level policy reforms. Punjab is the first province in Pakistan to pass a law and policy for home based workers, while Sindh province is at advanced stage of policy development and KP is yet to move forward in this direction. KPG is therefore planning to collaborate with the UN Women to formulate a policy for home based worker by involving the Women Parliamentarian Caucus, civil society organizations and other stakeholders i.e. home based workers, lawyers, media, union leaders etc.

1.2 A NUMBER OF PROCESSES IMPROVED (POLICIES, SYSTEMS)

Promoting Safe Tourism in Khyber Pakhtunkhwa (P-Pes-016): A proposal is being developed to support the Tourism Cooperation of Khyber Pakhtunkhwa to develop an integrated web based system with mobile application, streamline the financial and human resource management, strengthen facilitation centres and develop a communication strategy and campaign. The integrated web based system along with mobile application, facilitation centres and communication campaign will facilitate monitor and regulate tourist services in the province which will greatly facilitate both domestic and foreign tourists. The streamlining of financial and human resource management systems will improve institutional efficiency and revenue generation.

Automation of Driving Licensing Regime (P-Pes-020): A proposal is being developed to support the Transport Department modernize the entire driving licensing regime in the province by providing an up to date software, a dedicated server with firewalls and terminals in the districts and an online information sharing system with traffic and other law enforcement agencies. The Department also wishes to introduce a penalty system based on recurring violations of traffic rules by the drivers. This will significantly improve traffic management especially on highways and in the urban centres of the province.

Strengthening Health Care Commission (P-Pes-023): A proposal is being developed to support HCC to establish an online registration and licensing system, automate its oversight and monitoring functions and develop a patients' complaints redressal mechanism. This will help enhance public confidence in government regulatory role and streamline the working of health care providers and other stakeholders. At the same time, developing SoPs and monitoring tools will further strengthen the overall management of the health sector thereby improving governance as whole. In addition, the support will enable HCC to generate revenue which in turn will help in financial sustainability of the Commission thus making it a viable institution.

Strengthening Water and Sanitation Services Mardan (P-Pes-024): Modeled off KPG work completed in Peshawar, a proposal is being developed to help Water and Sanitation Services Company Mardan undertake a baseline survey in Mardan to assess current situation with respect to drinking water supply, waste water and solid waste so planning for future development can be done accordingly. In addition, KPG will support in customization and adoption of policy manuals along with management systems already being developed for Water and Sanitation Services Peshawar, and provide orientation and training on the policies and management systems to its staff.

Customization of Zakat Management Information System (P-Pes-038): KPG has provided technical assistance to the Social Welfare, Special Education and Women Empowerment Department to customize the Zakat distribution and management system that was established in the FATA Secretariat by another USAID funded project. Based on the consultant's findings and recommendations, KPG is developing a grant proposal to help the Department develop database of existing recipients, provide some basic hardware and train Department staff and Zakat Committees' members in the operation and maintenance of the system. Once fully developed and operation, KPG will also support public awareness campaigns in its target districts and facilitate registration of community members who are eligible for Zakat.

Youth Skill Development through Public Private Partnership (P-Pes-041): A proposal is being developed a public sector technical training institute which will work with private sector workshops in the Hayatabad Industrial Estate to devise a system of training wherein the trainees, after completing class teaching, could be placed directly in the workshops for jobs. This way, a relationship will be developed between the institute teachers and the trade experts in the market which will go a long way in synchronizing the vocational training system with the market demand. By providing training to youths from different parts of the province and facilitating their placement in the local job market will have a significant effect on the socioeconomic condition of the poor population in the province.

Provincial Enterprise Resource Planning System (P-Pes-051): A number of government institutions are keen to automate their business processes including financial, human resource and asset management. These include the Peshawar City District Government, Excise and Taxation Department, Water Supply and Sanitation Services of Peshawar, Kohat and Mardan, and the KP Tourism Corporation. Given the technical nature of these systems, KPG engaged short term IT consultants to work with these institutions in order to assess their software and hardware requirements and develop system requirement specifications. Subsequently, another short term consultant was procured to develop a request for proposal based on these system requirement specifications. However in recent discussions with the KP Information Technology Minister and Board, it was suggested that the Provincial Government should introduce a uniform Enterprise Resource Planning (ERP) system which can be used across the board in all provincial departments and entities. This will have three major benefits: uniformity of the system across the board will bring economies of scale in cost, operational efficiency will be enhanced as government employees using the same system will not require additional training when moving from one department to the other, and the databases created and information collected through ERP will be placed on KP Government servers in its data centre that will ensure privacy and protection against unauthorized use. Last but not the least, this will significantly contribute to the KP Government efforts to move forward on e-governance initiatives.

Strengthening Fiscal Capacity of Peshawar City District Government: The ability of local governments to meet a substantial proportion of their development and non-development expense from own source revenue is critical for their success since over reliance on vertical fiscal transfers is self-defeating and hampers development of a viable local governance system in the long run. It is therefore critical that local governments ensure consistent, reliable and fool proof mechanisms of transfers from provincial governments and to expand 'own source revenues' in order to provide efficient and effective service delivery as envisaged in the devolution reforms. Accordingly, there is a need to examine the legal, fiscal and administrative regime concerning the own source revenue of local governments in the devolved set up. KPG is planning to support the Peshawar City District

Government to study the current regime and come up with feasible alternatives to increase internal resources based on similar experiences in the country/region. The study will also identify new revenue opportunities from internal and external sources that are appropriate and relevant to the local conditions and will assist in the formulation of a long-term revenue mobilization and enhancement plan. Once developed, this can be used as a model for other district governments.

1.2 B NUMBER OF PEOPLE TRAINED ON NEW SYSTEMS AND PROCEDURES

Training on Automated Information and Reporting System (P-Pes-049): A proposal is being developed to further strengthen the automated information and reporting system that was established with KPG assistance. Due to complex nature of the equipment installed, the department is facing numerous problems with the overall operations and functions of the studio, as the system has the ability to not only monitor media but can also be utilized for press conferences, recording of news bulletins, live streaming on social media etc. Therefore, to positively exploit all options and develop a thorough understanding of the installed equipment, the staff require additional training to overcome challenges and make a better use of the system.

Training of Line Departments and District Governments on Development Program Management System: Building on its earlier activities i.e. development and rollout of the provincial development program management system (G-Pes-004 and G-Pes-025), KPG is planning to support training of line departments and district governments in the target districts to ensure that the system is used more effectively.

1.3 NUMBER OF FACILITIES RENOVATED/CONSTRUCTED WITH USG ASSISTANCE THAT SUPPORT THE PROVISION OF ESSENTIAL SERVICES

Establishment of Citizen Facilitation Centre (P-Pes-009): A proposal is being developed to support the Kohat District Government in establishing a public facilitation centre where numerous public services will be offered to the general public literally at their doorstep. These may include issuance of birth, death, marriage, divorce, domicile and character certificates, computerized national identity cards, learners driving licenses, route permits and FARD, vehicle registration and transfer of ownership, and collection of token tax and traffic fines. The national ID card verification, utility bills payment, calling cards, mobile phone top-ups etc. can also be provided by establishing separate kiosks by NADRA, Excise and Taxation Department and utility and telecom companies. This will greatly facilitate general public who run from pillar to post to get these services often not knowing where to go and wasting precious time and resources locating the right office, organizing required documentation and falling prey to middlemen and swindlers who take them for a ride and make excessive money of them.

1.4 A NUMBER OF GOVERNMENT OFFICIALS AND STAFF RECEIVING TRAINING WITH USG ASSISTANCE

Training of Local Government Officials: To further strengthen local governments' capacity in the planning, management and monitoring of services delivery, KPG is planning to support the Local Governance School to conduct a training needs assessment of local government officials and develop and conduct training of government officials in the target districts. This will not only

enhance local governments' capacities but will also strengthen the Local Governance School role of developing and conducting in-service training of local government officials.

In addition to the above, KPG will continue to identify and support partner CSOs in the target districts that can develop and conduct training of local government officials in non-traditional areas e.g. gender, human rights and community engagement.

1.4 B NUMBER OF ELECTED REPRESENTATIVES RECEIVING TRAINING WITH USG ASSISTANCE

Training of District Nazims and Naib Nazims of Khyber Pakhtunkhwa (P-Pes-048): A proposal is being developed to provide training to all district nazims and naib nazims of KP Province in internal resource mobilization and provision of public services through public private partnership after the strategic planning workshop is held in early October 2017. Capacity building of district nazims and naib nazims in long-term strategic planning will help them develop long-term development vision for their respective districts thus resulting in better and sustained service delivery to the public whereas improving internal resources will help the district governments in providing better quality and more public services. The introduction of private sector in development/provision of public services will increase economic activities, create more employment and improve the overall quality, accessibility and accountability of public services. KPG has already selected a vendor and will start training after USAID approval.

Training of Local Government Elected Representatives in D. I. Khan and Tank Districts: KPG has submitted a proposal to USAID to expand project activities to two additional districts i.e. D. I. Khan and Tank Districts. If approved, KPG will conduct training of the local government elected representatives in these two districts as well to cover all its target districts. It is pertinent to note that KPG has already completed training in Peshawar District and is currently training in Bannu District whereas USAID Citizens' Voice Project has completed training in Swabi and Mardan Districts and GiZ Local Government Program is conducting similar training in Kohat District.

KPG is also planning to support CSOs to develop and conduct specific training for local government elected representatives belonging to youth, women and minority.

2.1 A NUMBER OF CSO's RECEIVING USG ASSISTANCE ENGAGED IN ADVOCACY INTERVENTIONS

KPG has shortlisted a number of potential concepts/proposals in response to its Semi Annual Program Statement that will enable KPG to support NGOs and CSOs in the target districts to engage both local governments and communities to advocate for and support good governance initiatives thus bringing both together for better services. These include involvement of youth and women, cultural initiatives and street theatres as means.

2.1 B NUMBER OF USG-ASSISTED CAMPAIGNS AND PROGRAMS TO ENHANCE PUBLIC UNDERSTANDING ON GOVERNMENT POLICIES AND SERVICE DELIVERY MECHANISMS

Implementation of the Local Government, Elections and Rural Development Department Communication Strategy (P-Pes-021): KPG is supporting the Local Government, Elections and Rural Development Department to effectively manage communication with local governments, citizens and other stakeholders in a more structured and sustainable manner. The Department has already developed a comprehensive long-term communication strategy with the technical support of GiZ Support to Good Governance Program and KPG has provided technical assistance to develop the Department's web portal with official email system and key communication material. KPG is now planning to provide technical and financial assistance to develop quarterly newsletters and other communication material for the web portal and social media.

Public Awareness Raising about Ambulance Service in Hayatabad (P-Pes-046): Realizing the need for fully effective emergency medical services in Peshawar, the City District Government initiated discussions with the Pakistan Red Crescent Society and one of the private general hospitals based in Hayatabad to start an ambulance service that can fully cater to medical emergencies of the residents on pilot basis. The Red Crescent Society agreed to provide two fully equipped state of the art ambulances whereas the private hospital agreed to train the ambulance staff in paramedics and emergency care, house these ambulances on the hospital premises, and provide regular fuel and maintenance. The ambulance service was launched on 8 May 2017. Initially the services will be provided free of cost but in early 2018 a small fee will be introduced to make the service sustainable. The Red Crescent Society has agreed to expand the service to other areas of Peshawar by providing more ambulances once the service becomes successful.

KPG is planning to support the City Government to raise Hayatabad residents' awareness about this new service and develop a smartphone application that can be used to easily access ambulance service in case of emergencies. The support will further strengthen District Government's commitment to provide better services to its constituents which will further enhance local government legitimacy and help save precious lives in medical emergencies. This will lead to enhanced public perception about government.

Mobile Agahi Centre (P-Pes-052): KPG is planning to enhance public awareness about different laws and services being provided by the government so that citizens of Peshawar can have better information about various services provided by different departments as well as about laws that have been in place in the past few years. Once the citizens are aware of their rights, their interaction with the government will increase which will lead to increase in demand on government to perform and in return increase their accountability to the citizens and improving their performance.

Strengthening and Promoting Zama Aawaz Helpline (P-Pes-053): KPG supported the Women Parliamentary Caucus of KP Provincial Assembly to establish Zama Aawaz Helpline to connect women in distress with the Caucus members for solution of not only their issues but also to help make pro-women legislation. The helpline was inaugurated by the Deputy Speaker of the assembly on February 28, 2017. The Helpline is working under the supervision of a 10-member committee and is providing support to women in need and has so far instrumental in resolving many cases. The Caucus and KPG feel the need for wider information sharing with citizens in at least the target districts so that the benefits could be widely availed.

Awareness Campaign on Insaf Health Card: KPG supported the Health Department raise public awareness in Mardan District and improve utilization of the Insaf Health Card by increasing public understanding on the details of what, how and where to avail the health facilities provided through these cards. This has significantly enhanced understanding of beneficiaries and increased utilization of the card. KPG is planning to replicate this activity in the remaining 4-6 target districts.

2.2 A NUMBER OF FORMAL ACTIONS FILED BY CSOS AND BUSINESS ASSOCIATIONS AND INDIVIDUALS REGARDING GRIEVANCES WITH THE RIGHT TO INFORMATION COMMISSION

KPG is in touch with a number of partner NGOs and CSOs to support business associations and communities in the KPG target districts to raise awareness about the Right to Information Act and facilitate these businesses and community members to seek information and file formal actions with the Commission in case the information requested is not received. This area will also be given priority in the next Semi Annual Program Statement which will be advertised in October 2017.

2.2 B NUMBER OF FORMAL ACTIONS FILED BY CSOS, BUSINESS ASSOCIATIONS AND INDIVIDUALS REGARDING SERVICE DELIVERY GRIEVANCES WITH THE RIGHT TO PUBLIC SERVICES COMMISSION

KPG is in touch with a number of partner NGOs and CSOs to support business associations and communities in the KPG target districts to raise awareness about the Right to Public Services Act and facilitate these businesses and community members to file formal actions with the Commission in case they do not receive the requested service. This area will also be given priority in the next Semi Annual Program Statement which will be advertised in October 2017.

IV. IMPLEMENTATION TIMELINE

The activities described in Section III are depicted in the Gantt chart (table format work plan) that follows. This table demonstrates the activity and timeline for implementation. The timeline is organized by month, each month is further broken down into weeks.

#	Project Title	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018
1	Good Governance through Gender Mainstreaming	■	■	■	■	■	■
2	Provision of Urban Services through PPP	■	■				
3	Strengthening Water and Sanitation Services Kohat	■	■	■			
4	Strengthening Rescue 1122	■	■	■	■	■	■
5	Strengthening Right to Services Commission	■	■	■	■	■	■
6	Strengthening Water and Sanitation Services Peshawar	■	■	■	■		
7	Strengthening Provincial Housing Authority	■	■	■	■	■	■
8	Strengthening Planning and Development Department	■	■	■	■	■	■
9	Training of Local Government Representatives in Bannu District	■	■	■	■		
10	Training of District Nazims in Strategic Planning	■	■				
11	Bridging Gaps between Citizens and State	■	■	■	■	■	
12	Transforming Inclusive Local Government	■	■				
13	Establishing Local Government Good Governance Index for PCDG	■	■	■	■	■	■
14	Strengthening of Local Councils Association of KP	■	■	■			
15	Strengthening Social Cohesion and Peace through Sports and Extracurricular Activities	■	■	■	■		
16	Strengthening Citizen State Engagement for Peace	■					

17	Promoting Peace in Peshawar District through Sport Events																								
18	Facilitation of Families Headed by Women in obtaining CNICs																								
19	Eliminating Sexual Harassment through Empowering Transgender																								